

Built to Last

How Camillo Companies is Building a Strategic People Function with McLean & Company

Executive Summary

Camillo Companies, a woman-owned homebuilding organization based in Houston, Texas, has transformed its HR function into a strategic driver of business success with McLean & Company. Under the leadership of Chief People Officer Vivian Mora, the organization is running a company-wide succession planning initiative spanning all levels of the organization, with an HR team that operates independently and strategically.

The partnership with McLean & Company spans 11 years and continues to deepen as Camillo Companies grows.

Challenge

When Camillo Companies first engaged with McLean & Company in 2013, the HR team was relatively green and needed resources it could trust: research-backed, current, and practical.

At Camillo Companies, the stakes were real. As a growing homebuilding organization with no formal succession program in place, the business needed HR to move from reactive to strategic.

That meant building the infrastructure, the credibility, and the team capability to lead complex work, all at the same time.

"My focus and goal was this: I need to find resources that my team can make use of and that I can trust, meaning they are backed by research and are keeping up with what is happening in the world. I found McLean & Company and I have not looked back since."

Vivian Mora

Chief People Officer
Camillo Companies



Vivian Mora is the Chief People Officer at Camillo Companies, with operations across Houston, San Antonio, Dallas, and Oklahoma City. The organization has approximately 500 employees. Camillo Companies has been a McLean & Company member since 2013.

The McLean & Company Solution

Company-Wide Succession Planning

The centerpiece of the partnership is a company-wide succession planning initiative now 12 months in. Team members are leading individual workstreams, including a mentorship program called *Journey* that connects employees with mentors and learning opportunities across the company.

"McLean & Company's work around succession planning – I have not found anything that could equal it."

Building HR Credibility at the Leadership Table

Vivian has used McLean & Company's research and resources to position HR as a data-driven business partner, showing up to leadership conversations with evidence rather than instinct.

"McLean has provided the resources we need to talk confidently in business meetings and leadership meetings in a way that we are seen as true business partners."

Enabling a Confident, Independent Team

As the HR function grew in seniority and scope, Camillo Companies distributed McLean & Company access across the full team, enabling a shift from execution to strategic leadership.

"Once I was promoted to Chief People Officer, I had to delegate more and more to my team. And knowing that my team had access to the resources that McLean & Company provides, I did it with a lot of confidence. I found that being able to strategically lead each one of them, we accomplished so much more."

Executive Counselor Support

This year, Camillo Companies upgraded to include Executive Counselor services. The relationship has quickly become central to how Vivian navigates the demands of the CPO role, with a trusted advisor she can call on between scheduled meetings.

"I knew I would have someone who I could call on who would give me sound advice and would truly be a solid partner."

Outcomes

Promotion to CPO: within approximately 18 months of joining Camillo Companies, Vivian was promoted to Chief People Officer, citing McLean & Company's research, resources, and relationships as key factors in that outcome.

Company-wide succession program underway: a succession planning initiative spanning all levels of the organization is now 12 months in, with individual team members leading workstreams and a mentorship program called *Journey* actively connecting employees across the company.

A more capable, confident HR team: HR professionals across the organization are leading complex, strategic initiatives independently, elevating the function as a whole.

Credibility at the leadership table: data-backed research and tools have helped the HR team earn a seat at the table, influencing strategy across the business.

Culture that is living: culture work done in partnership with McLean & Company is now visible in how employees engage and communicate: ongoing, evolving, and embedded in the organization.

"The most recent accomplishment I take the most pride in is seeing how the work we have done around culture is living. It continues to live. And you can hear it in the language. You can hear it in how people engage with one another."

Advice to Other Leaders

"I think it is a disservice to the organization not to enroll your entire team. Take full advantage of everything that McLean has to offer. You cannot do without McLean & Company."

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